Draft Our Salem Policies

City staff has developed a list of potential policies and ideas that reflect input from the community as well as a review of existing policies. The following list is a draft*; it is the first step at developing potential policies for the future update to the Comprehensive Plan. City staff expects to revise, update, and add to the list after more public outreach on policy ideas occurs this year.*

Community Engagement

Community Engagement Goal: Engage the public in planning, investment, and policy decisions and in the implementation of this Comprehensive Plan through inclusive, equitable, transparent, and collaborative processes that foster meaningful involvement from all members of the community.

Policies
1. **Partnerships**: The City shall build and foster collaborative partnerships with all segments of the community, including individuals, organizations, neighborhoods, institutions, and businesses to ensure meaningful community involvement in all stages of planning and decision making.

2. **Neighborhood associations**: The City shall support and foster the growth of neighborhood associations and encourage their continued participation in land use matters.

3. **Inclusion and equity**: The City shall expand opportunities for Salem's communities of color, low-income residents, sovereign tribes, and other underserved and underrepresented groups to participate in planning and investment decisions, particularly those that may be impacted by the results. *(E)*

4. **Environmental and social justice**: The City should seek to ensure plans, investments, and policy decisions extend community benefits to and consider alternatives that minimize or mitigate disproportionate negative impacts on communities of color, low-income residents, and other underserved and underrepresented groups. *(E)*

5. **Accountability and transparency**: The City shall ensure accountability and transparency in planning processes by providing clear and timely information to the community, by maintaining access to City decision-makers, and by showing how public input has been used.

6. **Education**: The City shall enhance the community's ability and capacity to effectively participate in planning processes by providing training, resources, knowledge, and other educational tools. *(E)*

Note: Policies related to equity are noted with "E." Policies that could help reduce greenhouse gas emissions are noted with "G."

Housing

Housing Choice Goal: Promote a variety of housing options to meet the needs, abilities, and preferences of all current and future residents.

Policies

1. **Types**: A variety of housing types shall be allowed and encouraged throughout the Salem Urban Area, including single-family homes, middle housing, multifamily housing, townhouses, accessory dwelling units, and manufactured homes.

2. **Innovation**: The development of new and innovative housing types and designs such as cottage clusters, cohousing, and multigenerational housing should be encouraged in the Salem Urban Area to diversify the housing stock and meet different housing needs. *(E)*

3. **Accessibility and aging in place**: The development of affordable, accessible housing, including homes with universal design features, should be encouraged to meet the needs of older adults and people with mental and physical disabilities, particularly in areas near services and transit. *(E)*

4. **Adaptability**: Flexibility shall be provided in regulations to allow existing homes to convert to middle housing to adapt to changing housing needs in the future.

5. **Diversity**: New residential developments should be encouraged to incorporate a diversity of housing types to attract residents of varying income levels, lifestyles, and housing preferences. *(E)*

6. **Fair housing**: Regulatory barriers to housing choices for people in protected classes shall be removed, and the City should coordinate with other agencies and organizations to support programs that aim to affirmatively further fair housing. *(E)*

Land Supply Goal: Provide a supply of residential land that accommodates the amounts and types of housing needed to meet the population forecast for the Salem Urban Area.

1. **Dispersal**: Affordable housing, including subsidized housing, should be located throughout the Salem Urban Area to promote mixed-income neighborhoods and reduce economic segregation and concentrations of poverty. *(E)*

2. **Access and dispersal**: Multifamily housing should be located near employment centers, parks, shopping, and schools throughout the Salem Urban Area to increase pedestrian access to those destinations and services, foster complete neighborhoods, and promote dispersal of such housing across Salem's neighborhoods. *(G)*

3. **Infill**: Infill housing should be encouraged to promote the efficient use of land and existing infrastructure and access to existing services and amenities. *(G)*

Housing Affordability Goal: Provide opportunities for housing that are affordable to current and future residents of all income levels.

Policies

1. **Low-income and workforce housing**: The development of housing that is affordable to low- and moderate-income households, including government-assisted, subsidized, low-income, and workforce housing, should be encouraged. *(E)*

2. **Naturally-occurring, affordable housing**: The preservation and development of naturally-occurring, market-rate affordable housing should be facilitated and encouraged, including manufactured homes on individual lots and in manufactured home parks and small homes. *(E)*

3. **Regulations and incentives**: Regulations and incentives should be periodically updated to reduce the impacts that development standards, processes, and fees have on housing affordability, including parking requirements and tax relief programs.

4. **Shelter and services coordination**: The City should coordinate with other public agencies, nonprofit housing providers, sovereign tribes, and other community partners to promote facilities and programs to meet the needs of unsheltered residents and those at risk of losing housing, including shelters, transitional housing, single-room occupancy housing, and supportive services. *(E)*

5. **Anti-Displacement**: Programs, incentives, investments, and regulations that support the long-term affordability of housing and minimize the involuntary displacement of residents due to increases in housing costs should be promoted. Early engagement with affected communities should occur during planning processes to empower those at risk of displacement to influence outcomes. *(E)*

Complete Neighborhoods Goal: Encourage housing that provides convenient access to jobs, services, and amenities that meets residents' daily needs.

Policies
1. **Transit-oriented development**: High-density residential development should be located along corridors in Cherriots' Core Network to increase pedestrian and transit access to jobs and services and to support the use of transit. *(G)*

2. **Mixed use**: The development of housing should be encouraged in mixed-use areas to increase access to jobs and services and promote walkable, complete neighborhoods. *(G)*

3. **Downtown area**: A variety of housing types should be located in and near downtown Salem to provide opportunities for residents to live near jobs, shopping, and entertainment.

4. **Connectivity**: Development patterns in residential neighborhoods shall promote and facilitate multimodal connections that provide access to services and amenities and reduce the need for, and length of, automobile trips. *(G)*

Livability and Sustainability Goal: Enhance Salem's neighborhoods to ensure that they are safe, welcoming, stable, sustainable, and attractive places to live.

Policies
1. **Existing housing**: The preservation, maintenance, and rehabilitation of existing housing should be facilitated and encouraged through regulations, incentives, or other tools, including those that remove barriers to improving homes in older neighborhoods.

2. **Design**: Multi-unit infill development and redevelopment in Salem's neighborhoods should be encouraged to reflect the scale and historic pattern of existing

neighborhoods through context-sensitive development and design standards.

3. **Impacts**: Regulations should encourage development to mitigate and reduce its impacts, such as excessive noise, on adjacent residential properties and neighborhoods when more intensive land uses are proposed.

4. **Amenities**: Large multifamily and mixed-use projects should be encouraged to incorporate amenities such as community space, open space, and community gardens.

5. **Green building**: Housing developments should be encouraged to incorporate green building features, materials, and techniques like solar panels, non-polluting materials, daylighting, and green roofs to reduce energy needs, improve resident health, and reduce greenhouse gas emissions. *(G)*

Economic Development and Employment

Economic Development Goal: Strengthen and diversify the economy to enhance Salem's economic prosperity and resiliency.

Policies

1. **Diversity**: A diverse range of businesses and industries should be encouraged in the Salem Urban Area to provide jobs and services to the diverse, growing population and to strengthen economic resiliency.

2. **Small businesses**: The growth and stability of existing small businesses should be facilitated, and opportunities for local entrepreneurs and start-up businesses should be expanded.

3. **Traded-sector industries**: The attraction, retention, and growth of traded-sector industries should be fostered, particularly those that provide living-wage jobs and investment in the Salem Urban Area.

4. **Home businesses**: Home-based businesses and live-work space should be allowed and encouraged in the Salem Urban Area to expand employment opportunities and provide small-scale services in neighborhoods. *(G)*

5. **Flexibility**: The types and arrangements of businesses allowed in employment areas should be flexible to support adaptive reuse of existing buildings in changing economies.

6. **Displacement**: Programs and strategies that mitigate the involuntary displacement of existing business due to increased land values and redevelopment should be supported. *(E)*

7. **Cultural businesses**: Businesses that provide services and shops to diverse communities in the Salem Urban Area and that retain local employees should be supported. *(E)*

8. **Regional center**: The Salem Urban Area shall be retained, developed, and promoted as a commercial, cultural, and economic center for the Mid-Willamette Valley region.

9. **Regional coordination**: The City should coordinate its industrial land inventories, industrial and growth policies, and economic development activities with cities within Marion and Polk counties to promote a strong and resilient regional economy.

10. **Downtown**: Downtown Salem shall be enhanced as a regional destination and mixed-use center with diverse employment, housing, shopping, and recreational opportunities.

11. **Sustainable industries**: The growth of sustainable industries should be supported and encouraged, including businesses that use energy conservation practices or manufacture products that facilitate energy efficiency such as renewable energy sources. *(G)*

Land Supply Goal: Maintain an adequate supply of land to meet Salem's economic and employment needs.

Policies

1. **Employment land**: The City shall provide a supply of employment land that accommodates the amounts, size, types, locations, and service levels needed to meet the short-term and long-term employment growth forecasts for the Salem Urban Area.

2. **Emerging industries**: Emerging industries, new technologies, and changes in the economy should be supported and accommodated by providing a range of commercial and industrial lot sizes and settings, including shared spaces.

3. **Industrial access**: New industrial development should be located near rail lines, Interstate 5, or major transportation corridors to facilitate the movement of goods.

4. **Brownfields**: The assessment and clean-up of brownfield sites should be supported to increase the amount of developable employment land in the Salem Urban Area and to protect the environment.

5. **Supportive uses**: Services and housing opportunities should be allowed near major employment centers like Mill Creek Corporate Center to support job growth, increase job access, and provide services for employees. *(G)*

6. **River**: The Willamette River should be leveraged as an asset to encourage mixed-use riverfront development that revitalizes waterfront properties, while protecting or enhancing the scenic and natural qualities of the land.

7. **Infill and redevelopment**: Industrial development should be encouraged in infill and redevelopment locations that are currently served or adjacent to developed properties to maximize returns on public infrastructure investments. *(G)*

8. **Industrial land inventory:** The City shall maintain a long-term supply of industrial land and seek to preserve key high value industrial land, especially areas where the City has made substantial investments in infrastructure. High value industrial land has the following characteristics: it is designated for industrial uses, in flat parcels, most frequently in large parcels at least 10 acres in size, located within an industrial district, has direct access to a state highway or I-5, and is serviced or planned to be serviced with water and wastewater infrastructure.

9. **Industrial land conversion**: Industrial land that may be appropriate for conversions to commercial or other non-industrial uses should include some or all of the following: 1) located outside of industrial areas or isolated from other industrial uses, (2) surrounded by incompatible uses (such as housing), (3) located adjacent to properties that have converted to commercial uses, (4) have limited or no access to major roads (such as arterial streets, collector streets, or highways), or (5) lacks rail access.

Access and Livability Goal: Promote a vibrant economy that increases access to jobs, goods, and services.

Policies

1. **Job access**: An array of employment types shall be allowed broadly throughout the Salem Urban Area to improve job access for all residents.

2. **Neighborhood hub**: The creation of neighborhood hubs – small, neighborhood-serving businesses clustered within residential areas – shall be supported and facilitated to improve local access to daily goods and services, enhance neighborhood resiliency, and foster complete neighborhoods. *(G)*

3. **New neighborhoods**: New, large subdivisions and planned unit developments should be allowed and encouraged to incorporate neighborhood hubs to promote the creation of complete neighborhoods. *(G)*

4. **Shopping and services**: A range of shopping and service options should be promoted in dispersed clusters and corridors throughout the Salem Urban Area, particularly in areas with limited access to goods and services. *(E)*

5. **Transit-oriented development**: Pedestrian-friendly, mixed-use development and redevelopment should be encouraged along corridors with frequent transit access and near Cherriots' Core Network to increase access to jobs and services, reduce the need for single-occupancy vehicle trips, and support public transit. *(G)*

6. **Connectivity**: New and retrofitted commercial, mixed-use, and industrial development shall provide pedestrian and vehicle connections to adjacent properties where practical.

7. **Development impacts**: Off-site impacts that businesses and industries may have on adjacent residential properties such as noise, air pollution, light pollution, and odor should be minimized and mitigated to promote livability of neighborhoods. *(G)*

8. **Access to health**: The City shall allow medical, mental health, and social services more broadly in the Salem Urban Area to improve access for all residents, including seniors and lower-income residents. *(E,G)*

9. **Access to childcare**: The City shall allow child day care opportunities more broadly in the Salem Urban Area to improve access for all residents, particularly in neighborhood hubs and in areas with access to frequent transit service. *(E,G)*

Design Goal: Encourage commercial, mixed-use, and industrial development that creates safe, sustainable, attractive urban environments.

Policies

1. **Pedestrian-friendly design**: New or retrofitted commercial and mixed-use development should be encouraged to incorporate pedestrian-friendly design elements and site designs that promote pedestrian activity, economic vitality, and a sense of place. *(G)*

2. **Corridors**: Distinctive commercial and mixed-use corridors should be created and reinforced by planning and developing safe, attractive streetscapes and by making other enhancements to the public realm to complement adjacent development.

3. **Community amenities**: Commercial and mixed-use developments should be encouraged to incorporate community amenities such as indoor and outdoor gathering spaces and green space.

4. **Development impacts**: Buffers and transitions should be provided between intensive development and adjacent neighborhoods with less intensive uses to minimize or mitigate impacts.

5. **Sustainability**: Development should be encouraged to incorporate sustainable site design techniques, green building techniques, and renewable energy sources to reduce negative impacts on the environment and community, including air and water pollution. *(G)*

Workforce and Training Goal: Support the advancement of the local workforce.

Policies
1. **Training**: Job training programs, career and technical schools, and multilingual workforce programs should be supported to build and align skills with local jobs and help workers advance their careers. *(E)*

2. **Opportunity**: The City should incentivize businesses to hire locally and to provide educational opportunities for their employees.

3. **Equity**: Businesses and organizations that expand equitable access to higher-wage jobs, particularly in lower-income areas, should be supported. *(E)*

Parks and Recreation

Goal 1: Provide a comprehensive network of parks and recreational facilities - and access to these amenities – to serve all ages, incomes, cultures and abilities.

Goal 2: Provide recreational programs to serve all ages, incomes, cultures and abilities.

Goal 3: Consider need-based equity when allocating funding for renovations and development of new parks and recreation facilities.

Goal 4: Develop and enhance parks as safe and welcoming public spaces that celebrate cultural heritage and diversity, reflect surrounding neighborhood identity, and provide for community gatherings.

Goal 5: Consider parks as multipurpose infrastructure needed to maintain and improve the quality of life for all community members.

Goal 6: Provide an interconnected network of recreational opportunities and increase safe and convenient access to them.

Ideas to incorporate into the future update of the Salem Comprehensive Parks System Master Plan

Opportunities
1. **Network**: Expand and maintain a comprehensive network of parks and recreational facilities to serve the growing population in the Salem Urban Area.

2. **Diversity**: Provide an array of different types of parks and recreational facilities to meet the needs of people of all ages and abilities, including co-locating intergenerational amenities in the same park. *(E)*

3. **Innovation**: Pursue new park types such as nature parks, pocket parks, and linear parks to meet new and changing recreational needs in the community.

4. **Active recreation**: Expand active recreational opportunities such as programmed spaces in parks and indoor recreation facilities to promote public health, wellness, and play.

5. **Trails**: Expand the network of trails throughout the Salem Urban Area to connect open space and provide passive recreational opportunities and active transportation alternatives. *(G)*

6. **Equity**: Provide an equitable distribution of parks in the Salem Urban Area and prioritize park acquisition and development in underserved areas. *(E)*

7. **Natural open space**: Preserve and increase access to natural open spaces to provide passive recreation opportunities and help protect the environment. *(G)*

8. **River**: Promote the Willamette River as a recreational asset by expanding or enhancing Riverfront Park, Wallace Marine Park, and Minto-Brown Island Park and by facilitating a riverside trail and river access points. *(G)*

9. **Existing parks**: Maintain and enhance existing parks to ensure they are safe, high-quality facilities with up-to-date amenities.

10. **Land**: Coordinate with developers and property owners to find opportunities to acquire properties for future parks through land purchases, donations, incentives, or other ways.

Connectivity and Access
1. **Active transportation**: Provide connections between networks of off-street trails and on-street bicycle and pedestrian facilities to increase active transportation and recreational opportunities. *(G)*

2. **Connections**: Increase the network of trails that connect neighborhoods to parks and natural areas and that connects parks and natural areas to each other. *(G)*

3. **Pedestrian access**: Improve access to parks, open spaces, and recreational facilities by installing or improving pedestrian infrastructure such as pedestrian crossings and accommodations for people with disabilities. *(G)*

4. **Transit access**: Promote transit access to recreational facilities by locating them in areas accessible by transit. *(G)*

5. **Development**: Encourage residential developments such as multifamily housing projects and subdivisions to incorporate dedicated open space to improve access for

residents. *(E,G)*

6. **Coordination**: Coordinate with businesses, property owners, the Salem-Keizer School District, and community organizations to increase public access to recreational facilities or open spaces that are not publicly owned.

Community and Culture
1. **Culture**: Provide places in parks to celebrate the cultural heritage, diversity, and identity of surrounding neighborhoods, including opportunities for local art. *(E)*

2. **Multipurpose parks**: Facilitate opportunities to use parks for multiple purposes that benefit the community, including educational space, flood mitigation, and community gardens.

3. **Gathering space**: Provide community gathering spaces in covered areas in parks and other public spaces and facilities.

4. **Safety**: Enhance the safety of parks through environmental design, signage, or other features.

5. **Visibility**: Increase community visibility and awareness of parks through signage, wayfinding, and other techniques.

Natural Resources and the Environment

Environmental Protection Goal: Protect and enhance the quality and function of Salem's natural resources, ecosystems, and environment.

Policies
1. **Natural resource protection**: The quality and function of natural resources in the Salem Urban Area should be protected, including wetlands, waterways, floodplains, and critical habitat.

2. **Climate change resiliency**: Public health, natural systems, and community resiliency should be protected to the extent possible through mitigation of climate change impacts.

3. **Water quality**: The City shall facilitate and support efforts to protect and improve water quality in the Willamette River, streams, floodplains, wetlands, and groundwater to benefit ecological health as well as the health and safety of the community.

4. **Air quality**: The City shall facilitate and support efforts to protect and improve air quality, including reducing exposure to toxic air pollutants that pose a health or safety risk to the community. *(G)*

5. **Riparian areas**: Protections for trees and native vegetation in riparian corridors should be increased, and efforts to restore degraded riparian corridors should be supported. *(G)*

6. **Natural open space**: The amount of dedicated natural open spaces in the Salem Urban Area should be expanded to support ecosystems and enhance quality of life. *(G)*

7. **Brownfields**: The assessment, cleanup, and remediation of brownfields should be supported through funding and other resources.

8. **Agricultural land**: The continuation of agricultural uses on agricultural lands should be encouraged within the urban growth boundary until such lands are needed for

urban uses.

9. **Environmental impacts**: The City shall take proactive measures to reduce the environmental impacts from City-funded programs and projects by ensuring that environmental resources are identified and evaluated for impacts early in the planning stage. Design, construction, and maintenance activities should avoid, minimize, or mitigate adverse environmental impacts. *(G)*

Greenhouse Gas Emissions Goal: Reduce Salem's greenhouse gas emissions to 50 percent of the citywide emissions for the baseline year of 2016 by 2035 and be carbon neutral by 2050.

Policies

1. **Land use and transportation**: The City shall facilitate and support changes in land use patterns and the transportation system to reduce single-occupancy vehicle trips and mobile emissions, which are the largest source of greenhouse gas emissions produced in Salem. *(G)*

2. **Municipal operations**: The City shall prioritize efforts and strategies that reduce greenhouse gas emissions through municipal operations and facilities. *(G)*

Urban Forest Goal: Preserve, increase, and enhance Salem's urban forest.

Policies

1. **Tree canopy**: The City shall facilitate and support community efforts to improve the quality, quantity, and equitable distribution of the urban forest in the Salem Urban Area and strive to meet Salem's tree canopy goals and mitigate the urban heat island effect. *(E,G)*

2. **Tree preservation**: The City shall increase the quantity of healthy trees and tree groves that are preserved through regulations, incentives, or other efforts. *(G)*

3. **Tree planting**: The City shall promote and contribute to tree planting across the Salem Urban Area through regulations, incentives, and other efforts, particularly in neighborhoods with a low percentage of tree canopy. *(G)*

4. **Street trees**: The City shall ensure new street trees are planted, existing street trees are preserved, and removed street trees are replaced when streets are developed or improved. *(G)*

5. **Tree health**: The health of the urban forest should be improved by increasing the diversity of species, improving inventory and assessment of trees, and managing trees for health. *(G)*

6. **Riparian trees**: The City shall facilitate and promote the protection and establishment of forested riparian areas for water quality, public health, and wildlife habitat. *(G)*

Design and Development Goal: Promote sustainable practices in design and development.

Policies
1. **Green infrastructure**: Green infrastructure should be used to the maximum extent feasible in developments and public infrastructure to reduce stormwater runoff, create and enhance natural habitat, improve environmental conditions, and mitigate the urban heat island effect. *(G)*

2. **Site design**: Flexibility should be provided in site design and development standards to minimize potential adverse effects of development on natural resources and to promote the incorporation of natural elements such as trees and vegetation. *(G)*

3. **Building design**: The City should encourage resource efficiency in the design of buildings, such as employing passive solar design, living building design, and sustainable building materials. *(G)*

4. **Renewable energy**: The use and production of renewable energy should be promoted in private and public facilities, such as solar energy and wind power. *(G)*

5. **Access to nature**: The City shall promote equitable access to natural resources and open spaces through planning, regulations, investments, and other means. *(E)*

Natural Hazards and Resilience Goal: Protect the community from the impacts of natural hazards and disasters and promote community resiliency.

Policies
1. **Seismic upgrades**: The City shall pursue, facilitate, and support efforts to make public and private buildings more resistant to seismic activity and other natural disasters through retrofitting, redeveloping, or other improvements.

2. **Building adaptation**: Developers should be encouraged to incorporate design features that will help adapt the built environment to impacts of climate change and natural disasters.

3. **Transportation infrastructure**: Emergency transportation routes should be identified and enhanced, and emergency plans should be developed or updated regularly in coordination with emergency responders to help ensure continued service after natural disasters.

4. **Development in floodplains**: Development in floodplains shall be regulated to minimize negative impacts on natural resources and potential danger to life and property.

5. **Development on slopes**: Development in areas identified as geologically hazardous to shall be regulated to mitigate risk to people and property.

6. **Flood prevention and mitigation**: The City shall pursue a variety of flood prevention and mitigation strategies, including incentivizing property owners to make improvements that incorporate green infrastructure.

Willamette Greenway

Management Goal: Protect, conserve, enhance, and maintain the natural, scenic, historical, agricultural, economic, and recreational qualities of lands along the Willamette River.

Policies

1. **Development and land use**: Proposals for intensification, changes of use, and development within the Greenway Boundary shall be reviewed for compatibility with statewide planning Goal 15 and local regulations, including a riparian setback.

2. **Vegetation and wildlife**: Riparian vegetation and wildlife within the Willamette River Greenway Boundary shall be conserved, including protecting and managing riverbanks, sloughs, wildlife, and vegetation. *(G)*

3. **Aggregate extraction**: Aggregate extraction may be permitted within the Willamette River channel and on lands adjacent when determined to be compatible with the purpose of the Greenway. Proposed extraction activities shall be designed to minimize the adverse effects on water quality, fish and wildlife, vegetation, bank stabilization, stream flow, visual quality, noise and potential land use.

4. **Timber harvesting**: The harvest of timber will be conducted in a manner that ensures that the natural scenic qualities of the Greenway will be maintained to the greatest extent practicable or restored within a brief period of time.

5. **Dredging**: The continued dredging of the Willamette River shall be encouraged for the purpose of channel maintenance, bank stabilization, and to facilitate commercial river traffic and recreational boating. Dredging operations should minimize the adverse impact on existing fish and wildlife habitat, riverbank vegetation and public and private property.

Recreation and Access Goal: Promote and enhance the recreational and scenic qualities of the Willamette River and adjacent lands and increase access to these areas.

Policies

1. **Scenic easements**: Scenic easements shall be used where practical to preserve and enhance the character of the river within the Greenway Boundary.

2. **Visual access**: Visual access and a sense of openness should be provided by maximizing the open space between buildings and the river.

3. **Public access**: Development and redevelopment within the Greenway Boundary should include provisions for public access to and along the river.

4. **Public impacts**: Where private property is adjacent to public use areas, measures shall be taken to minimize disturbance to the private property.

5. **Parks**: Existing parks within the Greenway Boundary shall be preserved and maintained. Additional sites for recreation and scenic views and access to the Willamette River should be acquired.

Transportation

Goal 1 Transportation for All: Develop and maintain an integrated, equitable multimodal transportation network that promotes safe, convenient, efficient travel for every user and contributes directly to the health, economic vitality and quality of life of all residents, especially the most vulnerable, and the broader community. Include non-automobile modes of transportation, including bicycling, walking and public transportation, in all transportation planning and projects. Ensure the transportation system continues to support motor vehicle travel that serves personal needs, commerce, and emergency response. Plan for new and emerging transportation modes.

- **Greenhouse gas emissions reduction**: Pursue strategies and investments to reduce travel demand and support non-motorized transportation to help Salem pursue its commitment to reduce greenhouse gas emissions from transportation.

- **Equity**: Address the transportation needs and safety of people of all ages, abilities, races, ethnicities, and incomes, including those who have been historically marginalized or underserved. Through transportation investments, respond to the needs of system users, be context sensitive, and distribute the benefits and impacts of transportation decisions fairly throughout the Salem Urban Area. Mitigate or minimize any potential negative impacts transportation improvements may have on low-income populations, communities of color, and other underserved communities.

Goal 2 Complete Streets: Provide a comprehensive system of streets and highways that serves the mobility and multimodal travel needs of persons of all ages, abilities, and circumstances in the Salem Urban Area. Ensure that the street system supports a diversity of transportation modes for all kinds of trips, including commuting, shopping, going to school, and recreating. Increase the resiliency of the transportation system to help ensure continued service and reduce risks to people following seismic events and other natural hazards.

Goal 3 Transportation System Management: Maximize the efficiency of the existing surface transportation system through management techniques and facility improvements.

Goal 4 Neighborhood Traffic Management: Preserve and enhance neighborhood livability and safety through community supported education, enforcement, and engineering measures that address vehicle speed and volume appropriate to the street's designated functional classification and land use context.

Goal 5 Local Connectivity: Provide an interconnected local street system that allows for dispersal of traffic, encourages a mix of travel modes, reduces the length of trips, and increases opportunities for people to walk and bike.

Goal 6 Bicycle System: Accommodate bicyclists of all ages and abilities by providing a well-connected system of on- and off-street bicycle facilities that will

encourage increased ridership, safe bicycle travel, and active transportation and will support public health.

Goal 7 Pedestrian System: Accommodate pedestrians of all ages and abilities by providing a comprehensive system of connecting sidewalks, walkways, and trails that will encourage and increase safe pedestrian travel and active transportation to support public health.

Goal 8 Transit System: Support a public mass transit system that provides convenient, robust, and accessible transit services to residents throughout the Salem Urban Area, particularly in transportation-disadvantaged areas.

Goal 9 Travel Demand Management: Employ strategies to reduce the demands placed on the current and future transportation system by decreasing reliance on single-occupancy vehicles as the dominant means of travel and ensuring that other modes are viable and convenient travel options.

Goal 10 Parking Management: Design and manage on- and off-street parking to ensure an appropriate supply of parking facilities for all modes, while protecting Salem's neighborhoods and environment.

Goal 11 Intercity Passenger Travel: Provide safe, efficient and convenient locations for passengers to access a variety of local and intercity travel services.

Goal 12 Freight Movement: Ensure a multi-modal transport system for the efficient, safe, and competitive movement of goods and services to, from, and within the Salem Urban Area to support the local economy.

Goal 13 Transportation System Maintenance: Maintain the City of Salem's street, sidewalk, and bikeway system in a state of good repair.

Goal 14 Transportation Finance: Analyze and prioritize capital and operating investments to cost-effectively achieve the above goals while responsibly managing and protecting past investments and existing assets.

Ideas to incorporate into the future update of the Salem Transportation System Plan

Multimodal
1. **Multiple modes**: Design and enhance the transportation system to support and promote the use of multiple modes of travel, and make investments to ensure that alternative modes, such as walking and biking, are viable and safe options. *(G)*

2. **Interconnected**: Improve the transportation network to integrate and interconnect facilities for pedestrians, bicycles, automobiles, transit, and freight into a safe, comprehensive system. *(G)*

3. **Destinations**: Increase multimodal transportation options to and between parks, schools, employment centers, public facilities, and other destinations. *(G)*

4. **Pedestrian and bicycle networks**: Improve and expand pedestrian and bicycle facilities to provide complete networks that accommodate people of all ages and abilities. *(G)*

5. **Street design**: Prioritize the provision of bicycle and pedestrian facilities over additional capacity for motor vehicles in the design of streets where space and other constraints exist. *(G)*

6. **Innovation**: Explore and plan for new and emerging transportation modes such as personal transporter vehicles, automated vehicles, and electric vehicles.

7. **Transit**: Support and encourage transit providers to increase transit frequency and expand service to underserved areas, existing and new employment centers, and other activity centers. *(E,G)*

8. **Transit centers**: Support the development of additional transit stations or hubs outside of downtown Salem to improve access to transit services, reduce the length of transit trips, and make taking transit more convenient. *(G)*

9. **Regional access**: Support efforts to improve vehicle and transit connectivity to areas outside of the Salem Urban Area for the movement of goods and people. *(G)*

Safety and Accessibility
1. **Pedestrian safety**: Improve pedestrian safety throughout the Salem Urban Area, particularly to and near schools, parks, and transit stops, by building or improving infrastructure and providing separation from vehicular traffic where practical. *(G)*

2. **Bicycle safety**: Improve bicycle safety throughout the Salem Urban Area by designing facilities for bicyclists of all abilities. *(G)*

3. **Safety education**: Collaborate with local and regional partners to educate the traveling public on safety for all modes of travel.

4. **Accessibility**: Improve sidewalks and other transportation facilities to provide safe and convenient access for those with mobility devices or those who need accommodations under the Americans with Disabilities Act. *(E,G)*

5. **Equity**: Improve the transportation system to increase access to safe and convenient transportation options for residents of all ages, incomes, and cultures, particularly those who have been historically marginalized or live in underserved areas that lack adequate infrastructure. *(E,G)*

6. **Traffic calming**: Slow traffic in residential neighborhoods and in areas with high pedestrian traffic through appropriate traffic calming measures such as narrower streets and speed humps.

7. **Resiliency**: Improve and build transportation infrastructure in coordination with emergency responders to increase transportation resiliency, align with emergency plans, and reduce risks to people in the case of seismic events and other natural hazards.

Efficiency and Performance
1. **Economy**: Design the transportation system to provide for the efficient, safe, and reliable movement of goods and services within and through the Salem Urban Area to support businesses and the economy.

2. **Street connectivity**: Maximize street connectivity to reduce the lengths of trips and increase opportunities for people to walk and bike. *(G)*

3. **Congestion**: Manage and improve the transportation system to relieve congestion and provide for the efficient movement of people, including across the Willamette River.

4. **Transportation system management**: Prioritize management techniques and facility improvements that maximize the operational performance of the transportation system.

5. **Transportation system preservation**: Prioritize maintenance to protect investments that have been made to transportation infrastructure.

6. **Downtown**: Expand transportation options and multimodal connections to, through, and around downtown Salem to promote efficient travel by multiple modes of transportation. *(G)*

7. **Interjurisdictional coordination**: Coordinate with state and regional agencies to plan transportation improvements to streets that cross jurisdictions or serve as regional corridors, including those located along and around the edges of the Salem Urban Area.

Livability
1. **Public health**: Promote positive health outcomes by increasing opportunities for people to walk or bike to meet their daily needs and by reducing environmental impacts like pollution. *(G)*

2. **Placemaking**: Promote placemaking in the design of the transportation system by incorporating streetscape amenities that support pedestrian use where appropriate and by coordinating with adjacent land uses. *(G)*

3. **Impacts**: Distribute benefits and burdens of the transportation system equitably, and mitigate or minimize any negative impacts transportation improvements may have on low-income populations, communities of color, and other underserved communities. *(E)*

Parking
1. **Context-sensitive standards**: Establish and maintain parking requirements for bicycles and vehicles that are context sensitive and that allow for reductions in appropriate locations such as areas with frequent transit service. *(G)*

2. **Flexibility**: Minimize the amount of land solely dedicated to surface parking by lowering parking minimums and providing flexibility in how parking requirements are met. *(G)*

3. **Sustainable design**: Encourage new or improved surface parking lots to incorporate sustainable design features such as permeable pavement, bioswales, and other green infrastructure such as shade trees. *(G)*

4. **Neighborhoods**: Prohibit the development of new standalone surface parking lots in residential neighborhoods, and encourage redevelopment of existing standalone surface parking lots.

Greenhouse Gas Emissions and Environment
1. **Single-occupancy vehicles**: Decrease reliance on single-occupancy vehicles as the dominant means of travel by ensuring that other modes are viable and convenient

travel options. *(G)*

2. **Transportation demand management**: Identify and enhance transportation demand management programs and commuting options that reduce congestion. *(G)*

3. **System efficiency**: Prioritize the implementation of transportation demand management measures, enhanced transit service, and the provision of bicycle and pedestrian facilities to accommodate travel demand and relieve congestion in a travel corridor before widening roads. *(G)*

Community and Public Facilities and Services

Community Spaces and Culture Goal: Foster development of community gathering spaces and other amenities that provide opportunities for people to socialize and celebrate together.

Policies

1. **Community spaces**: Businesses, schools, and organizations should be encouraged and incentivized to provide community spaces within their facilities, particularly in neighborhoods that lack public facilities or other meeting places. *(E)*

2. **Cultural places**: The City should collaborate with community organizations and sovereign tribes to create and designate cultural places to recognize, celebrate, and educate the community about Salem's diversity and heritage. *(E)*

3. **Cultural resources and events**: The City should encourage the preservation of cultural resources and should support and promote cultural events to celebrate Salem's diversity. *(E)*

4. **Art**: Locally-created public art should be allowed and encouraged more broadly in Salem neighborhoods.

5. **Neighborhood hubs**: Neighborhood-scale community spaces and public services should be encouraged in neighborhood hubs. *(G)*

6. **Alleys**: The use of alleys in Downtown Salem should be promoted as active gathering spaces for the community that complement the adjacent businesses.

7. **Open spaces**: Open spaces, both natural and manmade, should be encouraged throughout the Salem Urban Area for active or passive enjoyment, including natural areas, plazas, pedestrian malls, and play areas.

Public Facilities and Services Goal: Provide accessible, high-quality public facilities and services to meet the needs of current and future generations and to promote quality of life.

Policies

1. **Library services**: Access to library resources throughout the community shall be maintained and enhanced by extending services to underserved areas, including co-location of services; adding branch libraries, particularly in the northeast Salem; and increasing hours of operation and availability of resources. *(E,G)*

2. **Community centers**: Development of more community centers equitably distributed throughout the Salem Urban Area should be encouraged to serve the recreational,

cultural, educational, and civic needs of residents of all ages and abilities, including youth and seniors. *(E,G)*

3. **Schools**: The City should collaborate with the Salem-Keizer School District to help align school services with changes and growth in population, including coordinating in the development of school facility plans and seeking input in long-range planning projects.

Service Provision and Development Goal: Provide an orderly and efficient system of public facilities and services to serve existing and future development.

Policies
1. **Extension of services**: The City shall promote the orderly extension of utility service to undeveloped lands to facilitate economic development and accommodate employment growth.

2. **Wastewater systems**: The City shall maintain adequate capacity in the wastewater collection and treatment systems to allow for continued development and prevent environmental consequences from sewerage overflows.

3. **Seismic resiliency**: The City should pursue seismic resiliency for key water and wastewater facilities to maintain adequate levels of service in the event of a major seismic event.

4. **Water diversification**: The City should pursue source water diversification to maintain a sustainable supply of drinking water to meet the current and future needs of the community.

Stormwater Management Goal: Maintain and improve the drainage system to alleviate stormwater problems, reduce flooding, and protect the safety and security of residents and properties.

Policies
1. **Stormwater planning**: The City shall support stormwater-related capital project and programmatic decision-making by providing information, establishing policies, and identifying and prioritizing action items.

2. **Capital improvement planning**: The City shall efficiently deliver public stormwater conveyance, flow control, and treatment facilities through the stormwater capital improvement plan.

3. **Flood risk reduction**: The City shall identify flood-related hazards, establish actions to mitigate those hazards, and provide information related to flood risks to residents and businesses in Salem.

4. **Stormwater operations and maintenance**: The City shall properly care for Salem's stormwater systems at the level of service needed to support the City's programmatic, regulatory, and project requirements.

5. **Quality and quantity facilities**: The City shall work to reduce the adverse impacts of high stormwater flow rates and volumes, remove pollutants from stormwater runoff, and safely convey stormwater flows to receiving water bodies through facilities.

6. **Regulations and standards**: The City shall develop, implement, and comply with

regulatory requirements that protect life, property, receiving waters, and the environment from loss, injury, degradation, or damage by stormwater.

7. **Intergovernmental coordination**: The City shall work in close collaboration with other agencies when addressing stormwater issues of mutual interest, such as programs in shared creek basins, municipal regulations, joint planning, and other activities that span jurisdictional boundaries.

8. **Financing**: The City shall execute a sustainable financial strategy that provides for the timely construction of stormwater facilities and effective implementation of a comprehensive suite of stormwater programs.

Food Goal: Increase access to healthy, fresh food.

Policies
1. **Fresh food**: The development of grocery stores, food co-ops, and community markets should be encouraged to improve access to healthy, fresh food and to enhance neighborhood resiliency, particularly in areas where food access is limited. *(E)*

2. **Locally-grown food**: The establishment and retention of farmers' markets and community gardens should be promoted and facilitated to increase access to fresh food and help reduce food insecurity. *(E)*

3. **Urban animals**: Keeping of a limited number of urban animals that produce food for personal consumption or donation shall be allowed as a means to increase the resiliency of the local food system. *(G)*

Historic Preservation Goal: Identify, protect, and encourage the awareness and sensitive use of historic resources, places, archaeological sites and landscapes that contribute to the unique character and history of Salem.

Policies
1. **Historic outreach**: The City should facilitate community outreach and raise awareness of local history and the importance of historic resources to the community through educational programming, trainings, events, awards, designation support, interpretive signage, and other engagement tools.

2. **Restoration**: Maintenance and restoration of historic resources should be encouraged through education, historic design review support, appropriate regulations, financial support and incentives, and other assistance to historic resource property owners.

3. **Sustainability**: Sustainable practices that support the environment should be promoted in the restoration and redevelopment of historic resources through regulations, incentives, and education.

4. **Archaeological resources**: The City shall encourage preservation of historic and cultural archaeological resources by working with property owners, developers, the State and Sovereign tribes to identify, document, and protect against disturbance and destruction of significant archaeological sites that can yield information important to the City's prehistory and history, including the largely undocumented history and lives of marginalized populations within our community. *(E)*

Land Use and Urbanization

Urbanization and Growth Management Goal: Manage growth in the Salem Urban Area through cooperative efforts between the City of Salem, Marion and Polk counties, and other jurisdictions to provide area residents with a high quality of life, contain urban development, promote the City's efficient delivery of services, and preserve adjacent agricultural lands.

Policies

1. **Land sufficiency**: The City shall periodically update inventories and analyses related to housing and economic development – including the Salem Housing Needs Analysis, Economic Opportunities Analysis, and Building Lands Inventory – to ensure the Salem area has the amount and type of land needed to accommodate population and employment projections.

2. **UGB is urbanizable**: The City shall consider urbanizable areas within the urban growth boundary as available for annexation and urban development.

3. **Urban growth boundary expansion**: If the Urban Growth Boundary for the Salem Urban Area is expanded to include additional land for residential development, the City shall give first priority to lands that have been removed from the 1982 boundary.

4. **Extension of services**: The City shall prohibit the extension of sewer or water service to any land for development outside city limits or County service districts. Such areas must be annexed to the City to receive those services except as may be agreed by the City and appropriate County.

5. **Service districts**: No new service districts shall be created within the Salem urban area to provide fire protection, sewer or water service.

6. **Infill**: Development of vacant and underutilized land with existing urban services should be encouraged before converting urbanizable lands to urban uses and extending services beyond presently served areas. *(G)*

7. **Growth Management Program**: The City shall maintain and facilitate an urban growth management program that guides the conversion of urbanizable land to urban uses, provides for the orderly and economically efficient extension of public services and facilities to that land, and takes into consideration the need for an adequate supply of land to meet future development requirements.

8. **Services**: The City shall provide levels of services to city residents consistent with community needs as determined by the City Council, within the financial capability of the City, and subject to relevant legal constraints on revenues and their applications.

9. **Sizing facility extensions**: The City shall ensure that the extension of sewer, water, storm drainage, and transportation facilities within the Salem urban area conforms with the adopted growth management program. Public water and sewer facilities shall be sized and constructed appropriately to serve the areas within the urban growth boundary.

10. **Facility responsibility**: Where development creates a demand for new or expanded facilities and services, new development shall bear a share of the costs of new or expanded facilities and services.

11. **Annexation coordination**: The City shall coordinate with Marion and Polk Counties to encourage the orderly annexation to the City of Salem of the land within the Salem urban area.

12. **Compatibility of improvements**: Within the Salem urban area, the City shall coordinate with the Counties to ensure their improvement and construction standards are compatible with the City of Salem improvement and construction standards for street, sewer, densities cited in the Public Facilities Plan.

13. **Financial programs**: Financial programs shall be developed and adopted that will provide funding to complete the City's capital improvement program.

14. **Annexation legislation**: Legislation that removes barriers to annexing land within the Salem urban area to the City of Salem in an orderly fashion should be supported.

Regional Coordination Goal: Coordinate land use and public facility planning and investment decisions with Marion and Polk counties and the City of Keizer to promote equitable, efficient, and sustainable growth.

Policies
1. **Plan and code coordination**: Zoning ordinances, subdivision regulations, Comprehensive Plan components, and specific development standards pertaining to the Salem urban area and prepared by the City of Salem, Marion County, Polk County, special districts and functional planning agencies shall support and conform to the Salem Area Comprehensive Plan.

2. **Land use coordination**: The City and Counties shall maintain an exchange of information and recommendations relating to land use applications and activities in the urban growth area. Information on land division applications and other land use activities being considered within the urban growth boundary by the Counties shall be forwarded by Counties to the City of Salem for comments and recommendations prior to a decision being made by the Counties.

3. **Development standards coordination**: The City shall coordinate with the Counties regarding lands within the Salem urban area to ensure their development standards are compatible with the City of Salem development standards to the extent possible to avoid creating nonconformities when properties are annexed.

4. **Public facility coordination**: The City shall forward to the Counties for review and comment information on public facility improvements or extensions that are proposed for areas outside city limits.

5. **CIP coordination**: An exchange of information shall be maintained between the City, Counties, and the City of Keizer regarding proposed capital improvement programs to ensure coordination of construction projects.

Urban Development Goal: Ensure that future development within the Salem Urban Area is designed to respond to and enhance the surrounding environment, while accommodating growth.

Policies
1. **Context-sensitive development**: The City should encourage development to be

responsive to the site and context, including the public realm, the area's cultural or historic identity, and natural features and environment.

2. **Development impact**: The City should encourage development to reduce it impact on adjacent properties through screening, landscaping, setback, height, mass, or other regulations.

3. **Sustainable development**: New developments should be encouraged to make maximum use of available land areas with minimal environmental disturbance and be located and designed to minimize such public costs as extension of sewer and water services, schools, parks, and transportation facilities. *(G)*

4. **Universal design**: Public buildings and facilities should be designed to fulfill their specified function, taking into consideration the needs of people of all ages and abilities, including people with disabilities. *(E)*

Plan Administration Goal: Ensure the Salem Area Comprehensive Plan and its implementation tools advance the community's vision for the future and are consistent with state and federal regulations.

Policies
1. **Statewide planning goals**: The Comprehensive Plan and its implementation tools shall remain consistent with the Oregon Statewide Planning Goals.

2. **State and federal regulations**: The Comprehensive Plan and its implementation tools shall remain consistent with all applicable state and federal regulation.

3. **Comprehensive Plan components**: Amendments to the Comprehensive Plan components and its implementation tools shall comply with the Comprehensive Plan, therefore furthering the community's vision for the future.

4. **Urban renewal plans**: Urban renewal plans, including goals and objectives, shall remain consistent with the Comprehensive Plan.

5. **Monitoring system**: A monitoring system should be developed within the Salem urban area to evaluate land development and program activities in relation to policy directives established by the Comprehensive Plan.

Transportation and Land Use Coordination Goal: Coordinate transportation and land use planning efforts to ensure infrastructure improvements support development patterns, land use designations, and densities.

Policies
1. **Growth management**: The construction of transportation facilities should be timed to coincide with community needs and when possible, funding opportunities, and should be implemented to minimize impacts on existing development.

2. **Development requirements**: Improvements to the transportation system shall be required, in addition to those in or abutting a development, as a condition of approval of subdivisions and other intensifications of land use as needed.

3. **Traffic impacts**: Transportation System Development Charges shall be collected as defined by Oregon Revised Statutes and local government ordinances to mitigate

traffic impacts placed on areawide transportation facilities by new development.

4. **Alternative street designs**: The City should support alternative street design standards that provide flexibility to address unique physical constraints and land use contexts.

5. **Transit**: Infrastructure and development projects should incorporate the needs of transit vehicles and riders in their design and construction, including providing needed transit amenities. *(G)*

6. **Natural resources**: The network of pedestrian and bicycle trails should be expanded to align with and provide access to natural resources such as creeks and the Willamette River. *(G)*

7. **Rail compatibility**: The planning of industrial lands and rail-dependent uses should be coordinated with existing and expanded rail lines to support the movement of freight.

8. **Airport compatibility**: Land uses around McNary Airport shall be compatible with airport operations, shall not preclude future airport expansions or commercial air service, and shall not be adversely affected by noise or other possible impacts.

9. **Airport operational safety**: Land uses beneath designated approach surfaces within 10,000 feet of the end of McNary Field runways shall not create water impoundments accessible by waterfowl.

10. **Airport public safety**: Commercial uses and other uses that result in large concentrations of people within the clear zones of the runways at McNary Field shall be prohibited to avoid risk to public safety from potential aircraft accidents.

11. **Commuter parking lots**: Discourage the development of new surface parking lots in the downtown area, which do not advance land use and environmental goals. *(G)*